September 12, 2013

TO: Each Supervisor

FROM: Marvin J. Southard, D.S.W.
           Director

SUBJECT: **STATUS REPORT ON THE IMPLEMENTATION OF THE INTEGRATED
           BEHAVIORAL HEALTH INFORMATION SYSTEM**

On October 18, 2011, your Board approved the Integrated Behavioral Health Information System (IBHIS or System) Agreement with Netsmart Technologies, Inc. (Netsmart), to provide a product that will enable the Department of Mental Health (DMH) to meet the federal and State mandates for an Electronic Health Record (EHR) and meet County's Strategic Plan goal to achieve a seamless electronic exchange of selected health and human services data across County providers. In order to provide you with a clear picture of the current state of the project, attached is the status report for the month of July 2013.

If you have any questions or need additional information, please call me at (213) 738-4601, or your staff may contact Robert Greenless, Ph.D., DMH Chief Information Officer, at (213) 251-6481.

MJS:RK:MM:RG

Attachment

c: Health Deputies
       Chief Executive Office
       Executive Office, Board of Supervisors
       County Counsel
       Contracts Development and Administration Division, DMH

REVIEWED BY:

Richard Sanchez   9-19-13
Chief Information Officer   Date

PROJECT STATUS REPORT

A. General Information

Project Title: Integrated Behavioral Health Information System (IBHIS)

Prepared by: Adrina Moreno - IBHIS Project Manager   **Date Prepared:** September 19, 2013

Reporting Period: **From:** July 1, 2013   **To:** July 31, 2013

Estimated Completion Date: September 30, 2014

Project is: ☐ On Schedule   ☐ Ahead of Schedule   ☒ Behind Schedule   ☐ Completed

If the project is Behind Schedule, explain why, (e.g., changes to scope, constraints outside project team's control, vendor delays, resource constraints, business processes, and major deliverables not completed). Include the impact of the delay and plans for re-alignment.

- See Section B (Current Activity Status) for detailed explanation.

B. Current Activity Status

Provide a high level summary of current activities. Express factual description of current activities in a bulleted list.

- Based on the current Detailed Project Schedule the project is delayed by three and one-half (3½) months. However, the Project Sponsor has determined the Pilot 1 test date based on a variety of factors noted in previous status reports; as a result, the new date will move the projected Pilot 1 test date six (6) months to December 11, 2013.
- Meetings and review sessions were held to complete the re-baselined Project Schedule to reflect a December 11, 2013, Pilot 1 test date. The profile for Risk 33 has been lowered and is now removed from Section G. Risk Update.
- DMH continues to identify, specify and prioritize DMH reports and modeled forms to be developed by Netsmart and DMH staff for Pilot 1. Well over 200 reports have been identified, and DMH workgroups are completing Data Sheets for identified reports. The RADPlus Modeling Workgroup is likewise in the process of completing outstanding Specifications required for modeled forms development.
- DMH has begun developing reports in IBHIS.
- DMH continues to define and create the remaining DMH User roles.
- DMH continues to facilitate Netsmart's delivery of Trainer Training materials by providing procedures, work flows, and defining User roles.
- County has committed to using Perceptive instead of Kofax for document scanning and filing in the Avatar application. The Change Notice is in progress.
- DMH and Netsmart continue to assess functional and technical requirement gaps in order to determine final resolution. Three (3) functional requirements and one (1) technical requirement have been identified as gaps requiring software modification to meet County's requirements. All gaps must be addressed to meet County's Final System Acceptance criteria per the IBHIS Agreement.
- DMH continues to develop integrated test scripts and supporting materials.
- Integrated testers from Clinic Operations, Clinical, ACCESS/EOB, Countywide Resource Management, Member Authorizations, Provider Support Organization (PSO), and Central Business Operations (CBO) began Software Application Training in preparation for integrated testing activities.
- DMH continues to identify staff that will train DMH end-users and participate in integrated testing.
- DMH continues to assess IBHIS integration with ADA software currently used by visually impaired staff and work with Netsmart to resolve issues.
- DMH continues to assess space and equipment needs for Pilot 1 Directly Operated and Administrative sites participating in integration testing tasks.
- DMH continues efforts to secure additional training space, particularly in north and south Los Angeles County. Based on limited options within LA County space, DMH is now preparing a solicitation to

procure commercial training rooms. CEO Space Planning is still looking for possible spaces for computer set up in parallel with the solicitation for commercial space. In addition to these efforts, DMH continues to identify roll out sites willing to provide computer training room space to support Avatar application training.

- DMH received a full Entity Relations Diagram (ERD) from Netsmart based on the tables DMH provided to Netsmart. As System changes are complete, DMH continues to resolve inconsistencies in the ERD.
- Continue weekly Project Director/Project Manager (PD/PM) Status Meetings to resolve contractual, scheduling and project issues and risks.
- Continue weekly Action Item Meetings with Netsmart to review ongoing progress on Workflows, Scripts, Forms, Reports, and any other open issue which require discussion and decision to keep project tasks moving forward.
- Continue implementation activities and meetings for testing, training and site readiness tasks.
- Continue discussions for billing rules and processes.
- DMH and Netsmart continue activities to establish the CBO. Organization chart and Workflow Templates are being developed by Netsmart and reviewed by DMH. User roles are being identified to support developing integrated test scripts. Updates and edits to be made to the Operational Manual and Procedures as workflows edits are received by DMH. Netsmart has recruited supplemental CBO staffing.
- Continue to monitor and manage software modification change submissions and approvals.

C. Change Requests

List any Change Control Requests identified during this reporting period.

Change Order #	Description	Effective Date
DMH 1	Delay of final date for Detailed Work Plan to 2/3/12	1/11/2012
DMH 3	Election of the Order Connect Application Software	6/29/2012
DMH 4	Delay of Deliverable 3.1.2 (Provide Dedicated Network) Change of Netsmart Project Director	11/9/2012
DMH 5	Acquires Other Professional Services for an Integration Professional.	12/21/2012
DMH 7	Acquires Other Professional Services to perform an assessment and develop Specifications for Custom Programming Modifications to Client Web Service, Unique Submitter ID, Second Co-Practitioner, and Control Fees.	2/21/2013
DMH 8	Acquires other professional Services to establish the CBO	3/29/2013
DMH 9	Custom Development: • Budget Tracking Account Setup • Capture, validate and store EBP codes from inbound 837P and 837I EDI claims for reporting	4/2/2013
DMH 10	Acquires other professional Services to provide custom software modifications for • Client Web Services	6/28/13

D. Significant Accomplishments for Current Period

Provide a summary of the significant accomplishments and project deliverables during the reporting period. The list should include, primarily, major activities, milestones and key deliverables in a bulleted list.

- DMH and Netsmart completed the re-baselined Project Schedule, which now reflects a December 11, 2013, Pilot 1 test date. Development of Change Notice No. 6 which established the new schedule as the official contract schedule, is in progress. The profile for Risk 33 has been lowered and is now removed from Section G. Risk Update.
- Integrated testers from Clinic Operations; Clinical; ACCESS/EOB; Countywide Resource Management; Member Authorizations; PSO and CBO began Software Application Training in preparation for integrated testing activities.
- Initiated integrated testing. Integration testing uses DMH configuration, procedural and workflow decisions to verify that the System is both working as designed based on business decisions and Avatar software design. The results of testing are also used to prepare for Pilot 1 test support activities. Testing deficiencies are identified and logged into the Netsmart Salesforce tracking system in accordance with the IBHIS Testing Plan.

E. Planned Activities for Next Period

Provide a summary of the planned major activities, milestones and project deliverables to be accomplished during the next reporting period. Express your descriptions in a bulleted list.

- Execute Change Notice No. 6 (Amend Detailed Work Plan).
- Identify, specify, prioritize, and develop DMH reports and modeled forms.
- Define and create DMH User roles.
- Facilitate Netsmart's delivery of Trainer Training materials by completing procedures and workflows, and defining User roles.
- Complete the Change Notice to formally elect Perceptive in place of Kofax for document scanning.
- Continue reviewing functional and technical requirements gap analysis results.
- Continue identifying staff that will train DMH end-users and participate in integrated testing.
- Continue ADA software assessment activities to resolve existing ADA software with IBHIS software.
- Continue site preparation activities for selected Pilot 1 sites participating in testing activities.
- Procure commercial training rooms.
- Providing IBHIS Demos to DMH staff in support of implementation activities.
- Continue PD/PM Status Meetings to resolve contractual, scheduling and project issues and risks.
- Continue weekly Action Item Meetings with Netsmart to review ongoing progress on Workflows, Scripts, Forms, Reports, and any other open issue which require discussion and decision to keep project tasks moving forward.
- Establish and document billing rules and processes.
- Begin integrated testing and develop additional integrated test scripts as necessary.
- DMH and Netsmart will jointly establish the CBO, develop the organization chart and workflow templates, and identify User roles in support of developing integrated test scripts. Updates and edits to be made to the Operational Manual and Procedures as workflow edits are developed by DMH and Netsmart.
- Monitor team system utilization with the expectation that utilization continues to increase as DMH moves closer to testing, training, and Pilot 1 test activities.
- Review submitted change requests in accordance with IBHIS Change Control Management Plan.
- Continue implementation activities and meetings for testing, training, and site readiness tasks.
- Continue Change Control, Risk and Issue Management meetings.
- Continue to monitor and manage software modification change submissions and approvals.

F. Critical Issues

List any Critical or High Priority Issues impacting the project. Issues are events that currently cause a problem moving forward and have an impact to the project schedule, resources or quality of the end deliverable.

- Efforts to secure commercially available training space continue. The profile for the associated risk (ID 3) has been lowered due to the number of alternative resources made available for Pilot 1 that

may mitigate the risk, including using Los Angeles County spaces and securing space at DMH rollout sites that are willing to temporally allocate computer training room space to support Avatar application training.

- DMH-CIOB requires Provisioning resources to perform Contract Provider EDI provisioning beyond current staff or staff that could possibly be hired by fall 2013. Because of the delay in the early phases of the project, but no parallel delay in the deadline for completion of the project, the time to bring contract providers onto IBHIS is compressed. Providers will have to test IBHIS specific electronic transactions with DMH. This is a labor intensive process involving more than 600 contract providers and other partners. DMH estimates it will need an additional fourteen (14) people for a period of about eight (8) months for this provider provisioning process.

- At the conclusion of Module Testing, thirty (30) Deficiencies were reported; seventeen (17) were closed and thirteen (13) required resolution and regression testing. Regression testing was targeted for completion by July 23, 2013, but resolution of the Deficiencies is behind schedule. This will put additional pressure on integrated testing and resources allocated to integrated testing and training preparations.

- DMH received a full ERD from Netsmart based on the tables DMH provided to Netsmart. As System changes are complete, DMH continues to resolve inconsistencies in the ERD.

G. Risk Update

Include any critical or high risk updates. Risks are events that might cause problems, at a future date, with the project schedule, resources or quality of the end deliverable.

Explanation of Categories:
- Probability (High): Most certainly or very likely to occur.
- Impact (High): Significant impact to project scope, cost or schedule which is likely to threaten and undermine project completion.
- Timeframe (Short): A three (3) month or less estimation as to how long the risk will be relevant.
- Response (Mitigate, Watch, and Accept): Resolve through mitigation, watch to monitor development, or accept and develop a contingency plan.

ID	Risk (Describe the risk in simple terms, provide details)	Probability (High)	Impact (High)	Timeframe (Short)	Response (Mitigate, Watch, Accept)
16	**Title** - Finance Leadership and Implementation Resources for IBHIS Implementation Activities **Description** - Based on the IBHIS Project Structure – DMH requires the same level of Financial Leadership, ownership, decision making and experienced resources that exist for the Clinical side of the project. **Status** – DMH and Netsmart establishing the CBO. Organization chart, workflow templates, operational manuals and procedures are being developed by Netsmart and reviewed by DMH. Netsmart has assigned Karen Hulseman as	☒	☒	☒	Mitigate

ID	Risk (Describe the risk in simple terms, provide details)	Probability (High)	Impact (High)	Timeframe (Short)	Response (Mitigate, Watch, Accept)
	their CBO lead to work with DMH. Additional CBO staff has been recruited through Netsmart. CalPM and MSO module testing were completed. CBO will be complimented by installing a PSO and a lead DMH person has been identified.				
30	**Title -** Delay in the development of CBO and PSO **Description -** Delays in providing organizational models for DMH's PSO and CBO may impact the development of to-be workflows, policies and procedures, required reports, integrated test scripts and training materials, as well as the completion of User roles if designated County and additional Netsmart resources are not designated at lead, Analyst and SME levels to work with the IBHIS Implementation Team. **Status –** An interim leader has been identified for the PSO and some DMH employees have been transferred to the PSO from other DMH bureaus. PSO will be almost entirely resourced from existing positions transferred into the PSO. The CBO will not be as fully staffed initially. Netsmart has hired six (6) people to become part of the CBO and they are in training at this time.	☒	☒	☒	Mitigate
34	**Title -** Netsmart must comply with County's requirement to establish a Service Request Tracking System (SRTS) in accordance with the Agreement prior to integration testing. **Description -** Netsmart's failure to comply with County's requirements for a SRTS in accordance with the Agreement will negatively impact integration testing activities and County's preparations for cutover. **Status –** Netsmart is working on pilot solution with the state of Texas that will encompass County's SRTS requirements. DMH will implement an interim solution which meets County's needs to avoid delays in integration testing. Specific gaps and Deficiencies have been documented, forwarded and escalated to	☒	☒	☒	Risk Avoidance

ID	Risk (Describe the risk in simple terms, provide details)	Probability (High)	Impact (High)	Timeframe (Short)	Response (Mitigate, Watch, Accept)
	Netsmart's Project Manager, Project Director and the IBHIS Contract Project Director for resolution.				
35	**Title** - Time constraint in completing overlapping IBHIS implementation tasks with existing resources by the scheduled pilot test dates. **Description** - There are projected resource and time constraints in completing overlapping IBHIS implementation tasks by the pilot test dates established based on completing tasks using existing resources and also due to the number of open implementation tasks requiring the same resources. **Status** - DMH has no option but to accept this risk. Overtime is being used and supplemental resources, such as contractors, to close the gap to the extent possible. It isn't enough. Options have been explored and scope reduction is not an option that would lighten the load enough to make a difference. The matter continues to be discussed in weekly Leadership Meetings.	☒	☒	☒	Acceptance
36	**Title** - Netsmart must meet DMH specific Americans with Disabilities Act (ADA) support requirements based on the Agreement, Netsmart's Functional Requirement Gap Analysis Results Response and Functional Requirement #409. **Description** - There are DMH staff with physical impairments that makes using IBHIS difficult. Job Access With Speech (JAWS) is one example of software that makes it possible for the sight impaired to work on computers. Also, there are DMH staff members with disabilities that hinder typing who are requesting a solution in IBHIS that would assist with their notes and dictation. **Status** – Mike Brand, Netsmart VP of Engineering is evaluating JAWS over the next month to see how they can maximize it for My Avatar. DMH is evaluating an approach with the staff at Arcadia Mental Health Center.	☒	☒	☒	Risk Transference

ID	Risk (Describe the risk in simple terms, provide details)	Probability (High)	Impact (High)	Timeframe (Short)	Response (Mitigate, Watch, Accept)
37	**Title** - Additional Resources for Site Assessments. **Description** - DMH requires additional resources beyond the two (2) currently involved, which are partially assigned to perform the technical and training assessment for DMH's directly operated sites. This task must be completed well before IBHIS Pilot 1 test. **Status** – Reallocation of some resources is being evaluated.	☒	☒	☒	Risk Avoidance